

Background

The Strategic Plan identifies the need to develop Performance Measures and Indicators to measure the success of SNC projects and programs, as well as progress toward improving the environmental, economic and social well-being of the Region. Indicators and measures are generally described as follows:

- **System Indicators** to measure the well-being of the Sierra Nevada Region. Examples include per capita income of Sierra residents, measures of water turbidity or ppb of mercury, and percentage of home ownership within the Region. **Indices** are groups of Indicators.
- **Program Performance Measures** to track progress in achieving program goals and meeting the SNC's overall mission. Examples include the total number of acres protected by SNC-funded conservation easements, recreational visitor days on public lands, and measures of increased collaboration resulting from SNC-funded projects.
- **Project Outcome Performance Measures** to track project efforts against the expected outcomes. Examples include miles of trails constructed, tons of carbon sequestered/avoided, and number of archeological sites protected as a result of a project.

At the July, 2007 meeting, the Board approved an overall process for the development and use of Indicators and Performance Measures at three levels:

At the December, 2007 meeting, the Board approved an interim list of Performance Measures specifically for projects awarded during the 2007-08 grant cycle through Proposition 84 funding. This comprised the initial stage of the overall effort.

At the March, 2008 meeting, the Board was provided an overview of project accomplishments at that time, including a preliminary 'conceptual' lists of system indicators and performance measures, as well as an approach to completing the analysis. The Chairman appointed Boardmembers Carol Whiteside and Robert Weygandt to serve as members of a committee to guide this project.

Current Status

- **System Indicators require further analysis:** The team conducted a series of public workshops, web-conferences and stakeholder interviews, which were valuable for obtaining public input regarding the types and use of System Indicators for SNC consideration. The analysis of this input is ongoing as of the date of this staff report and is expected to continue through September. The team will prepare a final initial set of System Indicators for presentation to the Board in October. This will also include a presentation to the Board of a final Governance and Implementation Plan describing the communications, systems

and processes needed to gather and report performance information, integrate it into SNC decision-making, and make it available for use by others in the Region.

- ***Program and Project Performance Measures have been finalized:***
Attachment A of this Staff Report presents the final initial set of 20 performance measures (PMs) for implementation by SNC contingent on Board approval. These PMs have undergone a four step development process as follows:

Step 1. *Develop Interim PM List (October, 2007)* – The SNC staff and additional subject experts conducted initial work sessions which resulted in identifying approx. 180 PMs for consideration. The list was used in selection of interim performance measures for the first year of grants and provided a starting point for the project team's development of long-term PMs.

Step 2. *Evaluate and Refine (February, 2008)* – The project team applied specific criteria which resulted in refining the list of interim PMs to 34 candidates. The test criteria required that PMs be measurements of SNC's direct actions provide quantitative information within a useful timeframe and relate to SNC's program areas. The test also considered each PM's usefulness for management decisions and reportability at the Subregional scale, level of effort, and relationship to measurements reported by other programs.

Step 3. *Public Survey (March, 2008)* – A web-based survey was conducted of SNC staff, Board members, stakeholders, grantees and the interested public. The survey provided the project team ratings for each PM and asked respondents to give their own ratings. Rating categories included:

- ✓ Information value
- ✓ Usability
- ✓ Usefulness in decision making
- ✓ Ability to fund

The results were combined into scores and contributed to the project team's recommendations regarding which measures to include for the Strategic Advisory Group and SNC management review.

Step 4. *Finalize (April, 2008)* – The project team performed a comprehensive evaluation of survey results and also applied expert judgment to arrive at a final PM list that provides ample representation of all SNC Project Types and SNC Program Areas. This process included:

- ✓ *Stakeholder Advisory Workshop (April 21, 2008)* – The PMs were presented and fully discussed. Input was extremely useful in understanding implementation considerations.
- ✓ *SNC Management Workshop (April 22, 2008)* – SNC management completed an exercise to focus the number of PMs while maintaining good representation of both SNC Program Areas and SNC's interim Project Types. This resulted in the final list of 20 initial PMs that are presented here as Attachment A.
- ✓ Consultation with the Board Committee regarding appropriateness of performance measures and their intended use.

Next Steps

Over the next couple of months, the project team will continue to evaluate and develop a final recommended set of System Indicators to present to the Board in October. The project team will work closely with SNC management and the Board committee in this effort.

A Governance and Implementation Plan (the Plan) will be prepared for presentation to the Board in October. Finalizing the Plan will involve direct work with SNC, stakeholders and others to identify ways System Indicators and Performance Measures will be systematically used, both internally and externally, for adaptive improvement. The Plan will be developed to articulate the relationship of Performance Measures to program improvement and to future strategic planning processes. It will also define annual and five-year cycles of data collection and reporting. Initial planning considerations are included in Attachment B—How Grantees will be Involved in the Performance Measurement Process, and Attachment C—How Performance Measures will be Used in Internal SNC Management Processes and Reporting.

Recommendation

Board approval of the initial set of performance measures provided as Attachment A.

In addition, Board review, comment and direction is requested regarding the implementation considerations documented as follows:

- **Attachment B** – How Grantees will be Involved in the Performance Measurement Process
- **Attachment C** – Use of Performance Measures in internal SNC management Processes and Reporting

A final Governance and Implementation Plan will be brought to the Board for review and approval at the October meeting.

Draft

ATTACHMENT A PERFORMANCE MEASURES

This attachment presents the set of initial Performance Measures (PMs) that have been developed for implementation by SNC. The attachment is organized as follows:

- **Performance Measures Descriptions** –a summary description of each PM.
- **Performance Measures for All Projects** – the quantitative and qualitative PMs that will be required of all projects.
- **Performance Measures Specific to Project Type** – a listing of the PMs by project type.
- **Other SNC Performance Tracking** –additional measures needed to track SNC activities

A.1 Performance Measures Descriptions

The following set of 20 PMs have been developed to meet SNC's initial needs as it launches its programs and provides initial grant funding for several project types. These PMs, along with a brief description of each, are listed alphabetically below in two broad categories: Performance Measures for All Projects and Performance Measures specific to Project Type. A full definition, including implementation considerations, has been documented within a PM Information Sheet (see Figure A-1 for an overview of the PM Information Sheet):

PERFORMANCE MEASURES FOR ALL PROJECTS

- **Number of Projects**
The Number of Projects completed by SNC provides basic information about SNC's level of activity related to accomplishing its programmatic goals and delivering services to the Sierra Nevada. Completed projects are categorized by SNC program area and project type.
- **Funds Directly Distributed in the Sierra Nevada**
Funds Directly Distributed in the Sierra Nevada provides a direct measure of SNC's investments in the Sierra Nevada by program area and project type. The total value is based on funds expended by SNC to grantees in the Sierra Nevada, as distinguished from funds committed or approved.
- **Number of People Reached**
Number of People Reached measures progress of information-sharing and education efforts and inclusiveness of other project efforts such as plan development.

- **Dollar Value of Resources Leveraged for the Sierra Nevada**
The Dollar Value of Resources Leveraged provides a measure of the additional resources generated as a result of SNC investment. The total value is based on matching funds provided by external sources, valuation of volunteer hours, and the value of in-kind contributions made by a project. This performance measure is applicable to all of SNC's program areas and measures SNC's ability to leverage Californian's direct investment in the Sierra.
- **Number and Type of Jobs Created**
Number and Type of Jobs Created provides an accounting of the full-time equivalent jobs created by SNC-funded activities. This performance measure is subcategorized by employment types.
- **Number of New, Improved or Preserved Economic Activities**
New, Improved or Preserved Economic Activities measures the types, quantities, and, where appropriate, estimated dollar values of new, improved or preserved activities, products and services. This performance measure relates to SNC goals to develop tourism and recreational opportunities, aid in the preservation of working landscapes, and assist the regional economy.

PERFORMANCE MEASURES SPECIFIC TO PROJECT TYPE

- **Acre Feet of Water Supply Conserved or Enhanced**
Acre Feet of Water Supply Conserved or Enhanced measures the benefits of water conservation and efficiency projects and particular restoration efforts that impact timing of flows. These actions benefit both local residents and the people of California who receive their water supply from the Sierra Nevada. Project activities can include: meadow restoration to enhance runoff timing or incentive programs such as converting to drip irrigation to reduce demand.
- **Acres of Land Conserved**
Acres of Land Conserved includes areas that have been conserved through acquisition, including easements. This performance measure provides an accounting of the extent of landscape and natural resources conserved by SNC activities, and includes two groups of subcategories – one that focuses on methods of conservation (acquisitions, easements), and the other on purposes of conservation (recreation, open space, working landscapes, etc).
- **Acres of Land Improved or Restored**
Acres of Land Improved or Restored tracks efforts to reduce the risk of natural disasters, such as catastrophic wildfire, and improve natural resource conditions, such as site productivity and wildlife habitat through site improvement. Acres may be categorized by importance or priority rating, such

as acres of critical habitat, or acres in moderate, high and very high fire hazard areas as delineated by the Calfire Fire Hazard Severity Zoning Map. This performance measure includes description of site characteristics, improvement or restoration goals, methods, and size of areas treated by SNC-funded projects.

- **Cubic Feet of Streamflow Improved**
Cubic Feet per Second of Streamflow Improved measures the changes in flow conditions in a given stream or river resulting from a project. This performance measure directly addresses improving water quality and habitat since flow can be a controlling driver in these issues. Subcategories include: water conservation or efficiency projects dedicating conserved water to instream flows, actions that result in re-management, short-term leases of water for instream flows, and permanent transfers through acquisition of a water right.
- **Feet of Trail/Path Length Constructed or Improved**
The Feet of Trail/Path Length Constructed or Improved incorporates paved and unpaved multi-use urban, hiking, OHV, equestrian and other trails and paths. Trails and paths provide recreation and tourism opportunities as well as enhance the use of public lands.
- **Kilowatts of Renewable Energy Production Capacity Maintained or Created**
The Kilowatts of Renewable Energy Production Capacity maintained or created is based on the California Energy Commission's (CEC's) standards for renewable energy eligibility and includes energy generation capacity from biomass, wind, solar, small hydroelectric and other qualifying sources.
- **Linear Feet of Stream Bank Protected or Restored**
Linear Feet of Streambank Protected or Restored provides a measure of a projects contribution to water quality, riparian property values, habitat, and stream connectivity. This performance measure includes subcategories for the length of both protected and restored banks.
- **Mass of Pollutant Reduced Per Year**
The Mass of Pollutants Reduced Per Year indicates the pollutant reduction effectiveness of restoration, water and air quality project. Current projects focus on reducing sediment and mercury pollution; however, additional pollutants may be targeted in future projects. This performance measure is subcategorized by pollutant type and project type.
- **Measurable Changes in Knowledge of Behavior**
Measurable Change in Knowledge or Behavior tracks the effects of educational and interpretive efforts to improve appreciation for and

stewardship of Sierra Nevada resources. Examples of behavioral change include increased Firewise landscaping and removal of noxious weeds on private property. Examples of change in knowledge include improved student understanding of climate change and increased public acceptance of prescribed fire.

- **Number of Collaboratively Developed Plans and Assessments**
The Number of Collaboratively Developed Plans and Assessments is a measure that may be relevant for a wide variety of projects. Plans and assessments help communities plan for resource use, qualify for targeted funding, and support understanding of conditions and management options. Examples of anticipated subjects include fire protection, water resources, land use, tourism development, habitat surveys and many more.
- **Number of New Recreation Access Points**
Number of New Recreation Access Points measures improvements in recreation access by types of access points, recreation type, and increased capacity. This measure addresses the SNC's goal of providing increased opportunities for tourism and recreation.
- **Number of Special Significance Sites Protected or Preserved**
Number of Special Significance Sites Protected or Preserved records the total number of sites with important cultural or natural features that are protected from development or other adverse impacts. This performance measure helps track progress toward the SNC's goal to protect the Sierra Nevada Region's rich and diverse physical, cultural, archaeological, historical, and living resources.
- **Percent of Pre-project and Planning Efforts Resulting in Project Implementation**
Percent of Pre-project and Planning Efforts Implemented measures progress in moving SNC-funded projects from initial stages of collaboration and planning to on-the-ground actions.
- **Tons of Carbon Sequestered or Emissions Avoided**
The Tons of Carbon Sequestered or Emissions Avoided demonstrates the value of Sierra ecosystem resources in reducing the effects of climate change. Potential project types can include conservation forest management, renewable energy generation and industrial process improvements. The carbon reductions included in this performance measure will be based on protocols published by the California Climate Action Registry.

Figure A-1

Fully Defining Each PM

A Performance Measure Information Sheet (PM Sheet) has been developed for each of the 19 PMs listed here. The PM Sheet provides a comprehensive documentation of the who, what, where, when, why, and how of each PM. The PM Sheets will serve to:

- Document each PM
- Assist grantees with reporting
- Assist SNC staff with streamlined procedures to manage and report PMs
- Guide SNC grantees and staff in the design of additional PMs when needed

The PM Sheets are primarily intended to be incorporated into SNC's Implementation Plan for SNC staff use, but sections of the PM Sheet for each performance measure are designed to be provided to grant applicants to help them understand specific performance measures. The PM Sheets contain the following information:

- **PM Summary** – a single paragraph summary of the PM targeted toward a general audience. The summary briefly describes what the PM measures and how it is related to the SNC's program goals.
- **Related Program Areas** – a list of the SNC program areas to which the PM is related.
- **Related Project Types** – a list of the project types to which the PM can be applied. Project types may expand over time.
- **PM Subcategories** – the applicable subcategories of the PM that allow reporting on important subtopics. For instance, Acres of Land Conserved is subcategorized by acres for wildlife habitat, acres for recreation, acres for open space, and other subcategories. In many cases, there are more than one type of subcategory, thus acres may be counted for both wildlife habitat and riparian restoration.
- **Data Collection, Analysis and Reporting** – the details needed by project proponents and SNC staff to consistently and successfully report PMs. This section is divided into subsections for grant applicants and separate sections for SNC staff. It defines criteria to help grant applicants determine what qualifies as a unit of a PM and suggested forms to help them report in a structured format.
- **Notes** – important additional information that is specific to the PM that was not included in other sections. Often these notes include recommendations for future development of the PM or recommendations to ease PM data management tasks.

A.2 Performance Measures for All Projects

A few PMs will be required for reporting of every project, regardless of project type. These will comprise quantitative measures as well as qualitative (i.e., narrative) information. These are described below.

Overarching Grant Program Information

From the list of 20 initial performance measures, there are two project performance measures that will not be reported by grantees but rather will be compiled by SNC in measuring basic administrative statistics applicable to all projects. These are:

- Funds Directly Distributed in the Sierra Nevada
- Number of Projects

Project Quantitative Reporting

From the list of 20 initial performance measures, there are four quantitative performance measures that all grantees will be required to report, if applicable, namely:

- Dollar Value of Resources Leveraged
- Number of People Reached
- Number of Jobs Created
- Number of New, Improved or Preserved Economic Activities

Project Qualitative Reporting

In addition, all projects will be required to provide a qualitative narrative report at the end of the project that describes the impact of their project in broader and less formal terms than that supplied through the quantitative reporting described above. Figure A-2 below provides a recommended set of narrative questions that will be part of Final Report Instructions for grantees. Other components of the final report include: 1) reporting on progress toward goals and objectives of the project, financial reporting, and reporting relative to quantifiable performance measures.

Figure A-2

Sample Narrative Questionnaire for Grantees – *Qualitative Results*

The Sierra Nevada Conservancy is very interested in the results of your project and what you learned. Grantees are the “boots on the ground” for the Conservancy and we count on you to let us know what worked and what did not work for your project, and also what you learned. This is critical information for SNC so that we can adapt over time, report to a range of audiences, and pass on this information to others in the region so they, too, can better their work. Please be candid and concise with your responses, limiting the entire project narrative to no more than five pages.

Most Significant Accomplishment

Describe in one concise, well-written paragraph, the most significant accomplishment that resulted from this grant. This paragraph will be read by SNC’s Board of Directors.

WOW Factor

If applicable, please describe anything that happened as a result of the project or during the project that is particularly impressive.

Design and Implementation: Lessons Learned

When considering the design and implementation of this project, what lessons did you learn that might help other grantees implement similar work?

Indirect Impact

Please describe any indirect benefits of the project such as information that has been developed as a result of the project is being used by several other organizations to improve decision-making, or a conservation easement funded by this grant that encouraged other landowners in the area to have conservation easements on their property.

Collaboration and Conflict Reduction

If you worked in collaboration or cooperation with other organizations or institutions, describe those arrangements and their importance to the project. Also, describe if you encountered conflict in the project and how you dealt with it, or if there was conflict avoided as a result of the project.

Capacity-Building

SNC is interested in both the capacity of your organization, as well as local and regional capacity. Please describe the overall health of your organization including areas in need of assistance. SNC is interested in the strength and involvement of your board, significant changes to staff, size and involvement of membership. In addition, describe how your project improved capabilities of partners, or the larger community.

Figure A-2 (continued)

Sample Narrative Questionnaire for Grantees – *Qualitative Results*

Challenges

Did the project face internal or external challenges? How were they addressed? Describe each challenge and any actions that you took to address it. Was there something that SNC did or could have done to assist you? Did you have to change any of your key objectives in response to conditions “on the ground”?

Photographs

Grantees are strongly encouraged to submit photos, slides or digital images whenever possible. These images will be used for SNC publications such as annual reports or on the website. Please make sure you clearly identify location, activity, and your project with each submitted image. Images will be credited to the submitting organization, unless specified otherwise.

Post-Grant Plans

What are the post-grant plans for the project if it does not conclude with the grant? Include a description of the following (if applicable): (1) Changes in operations or scope; (2) Replication or use of findings; (3) Names of other organizations you expect to involve; (4) Plans to support the project financially, and; (5) Communication plans?

Post-Grant Contact

Who can be contacted a few years from now to follow up on the project? Please provide name and contact information.

A.3 Performance Measures Specific to Project Type

In addition to reporting on PMs relevant to all projects, each grantee will report on PMs relevant to measuring the success of their specific project. To aid in the selection of relevant PMs for specific projects, the PMs can be grouped by project type. These groupings are shown in Figure A-3 below. It is worth noting that some projects may fall into more than one category. For example, a project to reduce fuels in order to decrease the risk of wild fire might also have an educational component related to helping homeowners understand the importance of defensible space. In those instances where more than one category may apply, it will likely be appropriate to include PMs from each of the applicable categories.

Figure A-3 Performance Measures Specific to Project Type

Monitoring, Scientific Assessment and Research

- Number of Collaboratively Developed Plans and Assessments

Planning

- Number of Collaboratively Developed Plans and Assessments
- Percent of Pre-project and Planning Efforts Resulting in Project Implementation

Educational and Interpretive

- Number of People Reached
- Measurable Changes in Knowledge or Behaviors

Hazard Reduction

- Acres of Land Improved or Restored
- Number of Physical, Cultural, Historical and Archaeological Special Significance Sites Protected or Preserved
- Tons of Carbon Sequestered or Emissions Avoided

Recreation and Tourism

- Acres of Land Conserved
- Acres of Land Improved or Restored
- Feet of Trail/Path Length Constructed or Improved
- Number of New Recreation Access Points
- Number of Physical, Cultural, Historical and Archaeological Special Significance Sites Protected or Preserved

Restoration (Watersheds, Habitat, Riparian)

- Acre Feet of Water Supply Conserved or Enhanced
- Acres of Land Improved or Restored
- Cubic Feet of Streamflow Improved
- Linear Feet of Stream Bank Restored or Protected
- Tons of Carbon Sequestered or Emissions Avoided
- Tons of Pollutant Reduced Per Year

Acquisitions and Easements

- Acres of Land Conserved
- Number of Physical, Cultural, Historical and Archaeological Special Significance Sites Protected or Preserved

Resource Conservation and Development (water, energy, etc.)

- Kilowatts of Renewable Energy Production Capacity Maintained or Created
- Acre Feet of Water Supply Conserved or Enhanced
- Tons of Carbon Sequestered or Emissions Avoided
- Cubic Feet of Streamflow Improved

Initial Project Planning and Development

- Percent of Pre-project and Planning Efforts Resulting in Project Implementation

A.4 Other SNC Performance Tracking

Examples of activities include:

- Outreach and marketing activities
- Presentations to stakeholders
- Facilitating or participating in the discussions resolution of regional issues
- Providing technical assistance.
- Providing meeting space and facilities.
- Facilitating state certification of small and disabled veteran owned businesses in the region.

In addition to tracking activities related to the SNC grant program(s), the SNC is engaged in other activities that contribute to the region, which will also be tracked. Performance measures for these activities, which do not impact grant recipients, are under development.

ATTACHMENT B

HOW GRANTEES WILL BE INVOLVED IN THE PERFORMANCE MEASUREMENT PROCESS

This attachment describes the role of grantees in SNC's performance management process. The discussion is organized in the following three parts:

- **Guiding Principles**
- **Education and Communication** – describing initial and ongoing actions necessary to ensure the grantees understand their role and understand the value of measuring their projects' performance.
- **The Grantee Performance Measurement Process** – the role of the grantee is described for each step in the project lifecycle.

B.1 Guiding Principles

The SNC understands the obstacles to effectively implementing a performance management process. These challenges have less to do with 'what' the Performance Measures (PMs) are than 'how' they are implemented. A process that is not well understood or is overly burdensome will not succeed. With this in mind, the SNC has established the following guiding principles:

- **Keep it simple** – The PMs themselves and the process applied in implementing them, should be straightforward, simple, and easily understood.
- **Make it meaningful** – Grantees can view performance measures as burdensome, bureaucratic requirements that have little benefit to them. SNC is committed to only asking for information from grantees that it will actually use and to making sure that grantees view this effort as being valuable to them for their own purposes as well.
- **Be innovative** – SNC's mission is broad in terms of scope and geography. Capturing and using a wide array of performance measures with limited resources will require innovation especially leveraging information technology.
- **Inform strategic direction** – The performance measurement process should be understood in context of SNC's Strategic Plan. Grantees should see the linkage of their work to SNC's strategic decisions. Specific reference to the results of SNC-funded projects and their relationship to new or continued strategic direction is critical.

Based on these principles, the strategies and actions presented below are intended to promote an ongoing, collaborative partnership with grantees to achieve mutually desired impact in the Sierra Nevada.

B.2 Education and Communication

It is important for the SNC to provide grantees with the information and assistance they need to understand what's being asked of them. In addition, SNC intends to foster open communication with grant recipients regarding what has worked, what hasn't worked, and what should change as a result. Below are key education and communications actions:

1. **Grantee User's Guide:** Develop a guide for use both by applicants while they are drafting their proposals and by grantees when they are managing their grants and reporting their progress. The Guide will clearly and concisely define the overall PM process as outlined in Section B.3 below. The guide will provide information on both quantitative performance measures and qualitative reporting requirements, and also describe the process for setting targets, selecting PM's for inclusion in grant proposals, and project reporting, etc. Web-based publishing of the guide including links to pertinent details (e.g., definitions, data collection forms, examples) will be useful to the grantees in understanding the process. Audio and/or video links should also be considered especially in describing the importance of qualitative (i.e., narrative) reporting. The guide will also be published in static electronic (Adobe PDF) and hardcopy formats.
2. **Annual Grantee Workshops:** Conduct educational workshops at the outset of each annual grant cycle to provide potential applicants with information about SNC's performance management requirements (as outlined in B.3 below) and how they will be practical and useful for the grantees in their own work.
3. **Ongoing Information Sharing with Grantees:** The SNC will share additional information with grantees on an ongoing basis, including sharing tools that might be helpful to them and lessons learned from other projects. In addition, SNC will seek input from grantees regarding areas that need additional refinement. Performance measure information compiled by SNC at both the aggregate and project levels will be shared with grant recipients, so that they can see how their projects contribute to overall success and compare the results of their project to the results of other projects funded by SNC.
4. **Surveys:** Conduct confidential surveys with grantees at least every three years to assess the performance measurement and reporting process and allow for candid critiques or suggestions for improvement. SNC will make public the aggregated survey results (without attributing any specific comments to specific respondents) and conduct additional outreach to solicit input from grantees on how to improve the program over time.

B.3 Grantee Performance Measurement Process

Grantees will be involved in developing and reporting on performance measures during each step of a project. The strategies SNC will use to assist them at each step are described below. The numbering of the strategies continues from the previous list of education and communication strategies.

- 5. Pre-Project Guidance:** As SNC works with applicants to develop their project ideas into applications, staff will share information regarding PM requirements and processes, including directing applicants to information available on the SNC Web site. Applicants will be reminded to build into their budgets funding for implementing PMs, including necessary monitoring and communications. Pre-project guidance will also be included within the Grantee User's Guide (Action 1 above).
- 6. Selection of Appropriate Performance Measures:** The initial PMs will be formally published within the Grantee User's Guide. The applicants will be directed to this initial list, specifically to review the PMs that are required of every project and those that are applicable to specific project types. PM's will be described in detail including guidance for selecting PMs and how grantees should approach analyzing and reporting on them at the project level. The applicants may select a few relevant PMs from this list for their project. If, however, the grantee determines that an inadequate number of PMs from the initial set appear relevant to their project, the grantee may propose (an) alternative PM(s). Figure B-2 below provides a sample of the types of information that will be requested from the grantee in this case. The objective is to obtain a clear description of the performance measure, the method used to collect the data, the target that will be used, and sources of baseline data. The grantee and SNC staff will then engage in a dialogue to jointly assess and potentially refine the candidate PM. In the event a new PM is adopted for the project, the PM will be applied to the grantees grant agreement and will also be considered for inclusion in SNC's active PM list for consideration by other grantees.

Figure B-2

Suggested New Grantee Performance Measures – *Documentation Needs*

A Project Performance Measure Suggestion Form provides a means for project proponents and grantees to document the who, what, where, when, and how of a project performance measure (PM). The full project description is documented within the Pre-Project description and proposal. The PM selection form is specifically geared to documenting the suggested PM for use during a project. The types of information requested are as follows:

- ✓ **PM Name**
- ✓ **Related Project Objective**
- ✓ **PM Target for Project**
- ✓ **PM Data Collection Methods**
- ✓ **Baseline Data**
- ✓ **Criteria for Success**
- ✓ **Notes**
- ✓ **References Cited**

7. **Grant Applications:** Grant applicants will be asked to submit proposed project PMs as part of their grant application. Inclusion of PMs in the application clarifies expected outcomes and benefits of the project and ensures that performance measurement and reporting is built into proposal tasks, timeline and budget. The SNC has updated the Grant Application Packet (GAP) and Grant Guidelines to add information on PMs. Additional changes may be made to the GAP over time to meet the information needs of grant applicants.
8. **Grant Agreements:** Once a grant has been approved for funding, SNC enters into dialogue with the grantee regarding provisions related to their grant agreement. This is an opportunity for the SNC project lead to review the proposed performance measures and related tasks and reach agreement on final PMs. To that end, the SNC will develop performance measurement check-list for project leads to use when finalizing grant agreements, including workplans and budgets.
9. **Progress Reports:** Progress reports are an opportunity for SNC project leads to help create that culture of learning discussed above. It is a time to have a conversation about project status, achievements, sticking points, expected outcomes and next steps. It is also a chance to determine if there is

a need for course correction. Progress reports also provide an opportunity to evaluate the capacity of grantees to use and report on performance measures and the need to provide additional PM training for current and prospective grantees.

The SNC will respond to grantee progress and final reports, acknowledging each report and commenting briefly on the substance of the work. This response will provide a signal to the grantee that their reporting is important and useful. Otherwise, grantees often report that it feels as their work falls into “a black hole”. In reviewing progress and final reports, SNC will work with grantees to ensure that they go that final step and communicate their success and lessons-learned.

- 10. Post-Project Reporting:** Some SNC-funded projects will not “bear fruit” until several years after the project ends. In addition, SNC will fund planning grants and pre-project work such as permitting and development CEQA documents. SNC is interested in capturing the outcomes of these projects to the extent possible. Therefore, SNC will work with grantees to identify ways capture such information.

ATTACHMENT C

HOW PERFORMANCE MEASURES WILL BE USED IN SNC MANAGEMENT PROCESSES AND REPORTING

The information obtained from performance measures will provide SNC the management feedback necessary to continually adapt and improve. This can be described as “learning to manage, while managing to learn.” As described in Attachment B, grantees have an important role in this process. However, additional internal management processes are also needed to ensure that decision-useful information is provided to SNC management, the SNC Board and others at the right time and in the right form.

There are many benefits to implementing a robust performance management process. However, the costs must also be carefully considered. SNC management will need to carefully consider the value of information being received relative to the level of effort that will be required.

This attachment summarizes how performance measures will be used by SNC staff and management in an adaptive decision making process. It is organized as follows:

- **Internal Performance Management Processes** – providing an overview of the data collection and analysis needed to inform program progress and strategic direction.
- **Communication and Education** – outlining the considerations for understanding customer’s need for information and responding to those needs.

C.1 Internal Performance Management Processes

The following strategies and actions are organized around a series of internal management processes – from collecting core project data from grantees, to analyzing that data, reporting and revising strategic direction where needed.

1. **Collecting and Managing Project Performance Data:** The source data for an effective performance management process comes from individual projects. It is vital, therefore, that the way in which this project data is reported and analyzed is carefully implemented. To ensure successful project reporting and data capture, the SNC will:
 - ✓ Provide technical assistance to grantees to ensure that their project reports respond to identified project measures and identify lessons learned.
 - ✓ Review project reports to ensure quality reporting.
 - ✓ Capture performance measurement data from progress and final reports and ensure accurate entry of these data into a data

management system. At the program level, staff will evaluate and aggregate performance data by program and project type.

- ✓ Train staff to ensure understanding of the performance management system and how data is to be recorded and can be used.

Two notes of caution are warranted regarding project performance data. First, measures are designed to focus grantee project reporting; grantees should not build projects in response to measures. Also, project learning should not be confused with project success. Some of the best learning is generated from projects considered “failures.” Actual failure occurs when lessons are not captured and do not inform subsequent work.

2. **Analyzing Performance Data:** The SNC will develop reports, which focus on outcomes and lessons learned by project type and program area for subregions. Reports will include documentation about what worked and what didn't, and other key findings identified by staff. These reports will be shared among staff and with managers for comment, discussion, and refinement.
3. **Informing Strategic Direction:** The evaluation of performance information will also be important at the highest level – business strategy. Implementing revised strategic goals and actions based on the information gained through performance measures is critical.
4. **Putting Strategy into Action:** The goal is not to generate static performance reports, but rather to apply performance information towards continuous learning and improvement, “closing the adaptive management loop.” Based on feedback of staff, grantees, and others, the SNC will consider the following actions: revising organizational work priorities, modifying grant guidelines and funding allocations, or modifying organizational outreach and education efforts. The specific tasks will vary, but successful implementation depends on sound action plan recommendations and management follow through.
5. **Improving Processes:** The SNC will update grant management processes as needed. Revisions will be incorporated into information, tools, and workshops available to grant applicants and grant recipients as well as training for SNC project staff
6. **Maintaining the Performance Measures List:** Staff will periodically review and update the existing set of performance measures to ensure that each measure addresses a current program goal and project type and provides useful feedback. As new project types are implemented, SNC may develop new performance measures to track their progress. Performance measures

that have not been used for two or more years may be eliminated, and others may be revised based on lessons learned by grantees and staff. Appropriate data collection and analysis methods will be included for each new or revised measure.

C.2 Communication and Education

The communication and education approach supporting the performance management process will need to align directly with SNC's published Education and Communications Plan date January, 2008. The audiences identified in that plan will also be customers of SNC's performance related information. Audiences include:

- Existing and potential grantees
- Sierra residents
- People and groups working on Sierra-based issues
- Local officials and other decision-makers
- Teachers, students, and youth groups
- Property owners
- Recreationists and tourists
- State Administration Officials, State legislators and their staff
- California residents

Information needs vary by audience. Some audiences may need summary performance information such as broad aggregations of performance by program. Others may require more detailed information including performance of individual projects or project types by region. Success in communication will require matching information (content, form and timing) with the customer's need.

7. **Communicating Performance Information:** Targeted outreach will help SNC gain a clearer understanding of the content, form and timing of information that is needed by external customers in addressing questions that are of concern to them. Once informational needs are identified, the SNC will develop a communications and education approach that responds to those needs. Specific strategies may include:

- ✓ Include information in the SNC's Annual Report about program outcomes and improvement through adaptive learning and organizational change.
- ✓ Develop a schedule for information dissemination that includes different types of information, communication products, and timelines for information dissemination.
- ✓ Share performance results in a variety of ways, including searchable online databases, published reports, workshops and seminars, news releases, and interactive online technologies

Educating Others about the Program: Successful communication of new management processes will also involve educating SNC's external constituents as well as internal staff. Educational materials will be developed and published, which will support the targeted outreach mentioned above. The purpose of external education is to help ensure that stakeholders have a shared understanding of SNC's overall intention and approach to performance management.